

# **WASTE MANAGEMENT PROGRAM REDESIGN MEETING –Agenda – April28, 2004**

Location: 2421 Darwin Road

Present:

Notetaker:

Time	Presenter	Topic		Decision	Followup
9:30		Finalize problem statement ( <a href="#">Attachment 1</a> below)			
10:00		Finalize goals and criteria			
10:30	Barb, Cynthia	Finalize communication plan ( <a href="#">Attachment 2</a> , <a href="#">Attachment 3</a> , <a href="#">Attachment 4</a> , <a href="#">Attachment 5</a> and <a href="#">Attachment 6</a> )			
11:00	Peter Peshek				
12:00	lunch				
12:30		Follow-up discussion			
1:30		Build on stakeholder involvement			
2:30		Next steps and assignments			
3:00		Adjourn			

**Problem:**

The Waste Management Program resources have been, and continue to be, significantly downsized. There also exists a considerable level of dissatisfaction with the program on the part of many stakeholders/decision makers outside the WA Program which is adversely affecting the Program's integrity. Unless the program takes proactive measures to address these issues, the Program's resources and credibility will continue to be diminished

**Goal:**

Produce a program redesign model incorporating recommendations from program staff, internal stakeholders, and external stakeholders. The redesign will build on the good work done in the program, and position the Program to be more innovative, progressive, and streamline<sup>d</sup> with the ability to more easily adapt to changing regulatory needs of the solid waste industry. The redesigned program will optimize the use and distribution of staff resources to fit the downsized staff compliment. Implementation of these changes will reestablish our credibility with stakeholders and decision makers.

Activity	Type of Information	Process	Responsible Party	Intended Audience	Method	Time Frame
General information	<b>Problem Statement &amp; Objectives</b>	Prepared at beginning of process	SB	WA State Externals	Internet	May 2004
	Schedule & schedule modifications	Prepared at beginning of process and updated as necessary	SB	WA State Externals	Internet	May 2004 with updates as necessary
	Communication Plan		BH, CM	WA State Externals	Internet	Post by May 15, 2004
	What's New from Sue	Bi-weekly update, even if no news!	SB	WA State	e-mail	1 <sup>st</sup> and 3 <sup>rd</sup> Monday of each month
	Regional "listening" sessions		SB	WA State		Throughout
Meeting Documents	Agenda & attachments	Posted in advance of meetings	SB	WA State Externals	Internet	1 Wk prior to meeting
	Draft meeting notes	Note taking assigned to WPRT on rotating basis - take notes, post draft and finalize	WMPR	WA State Externals	Internet	Post draft to WPRT 3 days after meeting; Comments due back from WMPR w/in 3 days of posting; Post on web as "draft minutes" w/in 3 days
	Final notes and handouts		WMPR	WA State Externals	Internet	Post final w/in 3 days after approved (next meeting)
Interim Deliverables	Special Reports: Streamlining Update Code revisions		DM Moore, Connelly	WA State Externals	Internet Notify WA staff by e-mail	Monthly updates
	Other reports Benchmark w/other states Budget impacts DNR organizational impediments Draft preliminary recommendations		Antonuk, Lynch Hellenbrand WMPR WMPR	WA State Externals	Internet Notify WA staff by e-mail	June 30, 2004 Date uncertain Date uncertain September 30, 2004
Final Report	Draft Plan/Report			WA State Externals	Internet Notify WA staff by e-mail	Nov 30, 2004
	Final Plan/Report			WA State Div Admin, AWTR Externals	Internet Notify WA staff by e-mail	Dec 31, 2004

Staff and External Input Into the Process

Activity	Type of Information	Process	Resp. Party	Intended Audience	Comm Method	Time Frame
<b>Staff Input</b>	Working within the Program's priorities/goals and identification of tasks which can NOT be eliminated, and given certain % workforce reductions 1) what do you think we should and what would the impact be not change reduce/change eliminate 2) what are your recommendations for restructuring to accommodate these changes (given sideboards)	<b>Structured department facilitated focus groups</b> in each region or multiple regions - either by all Waste Staff or by program (option for the regions) Resources: Use PALs to see breakdown of work by activity code Report major themes and areas not reaching consensus, consensus not expected Develop written report from focus groups recommendations	Team leaders, team members, WMPR, Regional Supervisors	WA State Div Admin, AWTR Externals	e-mail, Internet	Focus groups in June - August Reports due Sept. 30, 2004
	Feedback on WMPR draft recommendations - do these work, what impact on program, what could work better	<b>Structured department facilitated focus groups</b> in each region or multiple regions - either by all Waste Staff or by program (option for the regions)		WA State Div Admin, AWTR Externals		October 2004
	Feedback on WMPR draft report	Individual comments	Regional sups. WMPR	WA State Div Admin, AWTR Externals	e-mail	Mid-Dec. 2004
	Anonymous comments	Ability to send in comments, etc through a confidential e-mail box				Through out
<b>External Input</b>	Provide recommendations of how we can improve what we do, working within the Program's established bureau priorities/goals and identification of tasks which can NOT be eliminated, and given certain % workforce reductions give examples of issues/projects you have worked with us on that exemplify a good process; what made it work well; was the outcome what you were looking for and if not, did the process legitimize the outcome? what activities or functions do you think we should change or eliminate and what would the impact be not change reduce/change eliminate what are your recommendations for restructuring to accommodate these changes (given sideboards) revisit the CQI Study questionnaire	<b>Structured department facilitated focus groups</b> or a panel discussion among invited stakeholders.  Invite a range of stakeholders to represent our programs and our relationships.	WMPR	WMPRT, WA State Div Admin, AWTR	Face-to-face, e-mail, snail mail, internet	Focus groups in June - August Reports due Sept. 30, 2004

## **1. PURPOSE AND SCOPE**

### **1.1 Purpose of the Procedure**

To document procedures for keeping Waste Management Program employees up-to-date on the program redesign procedures and decisions.

### **1.2 Scope of the Procedure**

This procedure applies to communicating with Waste Management Program employees the program redesign procedures and decisions.

## **2. ABBREVIATIONS, TERMS, AND DEFINITIONS**

- WA State - Employees of the Waste Management Program
- WMPR - core membership of the Waste Management Program Redesign work group.
- WaMT - Waste Management Team
- AWTR - Air and Waste Division, Air and Waste Management Team, Air and Waste Division Leader.

## **3. REFERENCES**

- ISO 14001, section 4.4.3, Communication, requires the following:

With regard to its environmental aspects and environmental management system, the organization shall establish and maintain procedures for internal communication between the various levels and functions of the organization.

- HR Procedures
- Bargaining Unit Procedures

## **4. INTERNAL COMMUNICATION**

### **4.1 Appropriate Methods of Communication:**

#### **4.1.1 General information to employees and managers, non-confidential:**

The WMPR as represented by the Bureau Director shall share general information that is not considered to be confidential with program staff and managers about the program redesign plan(s), procedures, and documents using the internet, internal memos, emails, and meetings. The WMPR and/or the Bureau Director on its behalf shall keep records of such communication.

#### **4.1.2 Information to management, confidential:**

The WMPR as represented by the Bureau Director shall share confidential information about program redesign that is considered to be confidential with program and department management using confidential memos, emails, and meetings. The WMPR and/or the Bureau Director on its behalf shall keep records of such communication.

#### **4.1.3 Verbal information to employees, confidential:**

The direct supervisor and appropriate A&W leader shall verbally share confidential information with affected employees. These verbal communications should be done in face to face meetings whenever possible. Records of these verbal communications are generally not

kept or required. Any records that are required to be kept of these communications shall be the responsibility of the direct supervisor of the employee receiving such communications.

Written information to employees, confidential:

Administration and/or Human Resources shall provide written notification and/or information to affected staff following the verbal communications by the supervisor and A&W leader. This communication shall follow the appropriate codes, manual codes, and union guidelines.

- 4.1.5** Management channels should be used to disseminate significant management information or directives regarding program redesign. Management channels may also be used where information needs to be disseminated to a wide number of staff. When this method is used, each management level shall be reminded of their responsibility to communicate the information to their staff, and the timeframe for doing so. Generally, these communications will be initiated by the Secretary, the DLT, A&W Division Leader, the A&W Management Team, or the Bureau Director.

## 4.2 Responsible Persons and Suggested Methods:

TYPE OF INFORMATION	PERSON RESPONSIBLE	AUDIENCE	SUGGESTED METHOD / SCHEDULE
<b>General</b> information about the program redesign process to staff, <b>non-confidential</b> (includes informing an audience that we cannot tell them due to confidentiality)	<b>Bureau Director</b> on behalf of the WMPR	WA State.	Discuss and delegate. Web site, email, and/or memo via email. Also verbally in staff and program meetings.  Communicate <b>within 14 days</b> of a decision.
<b>General</b> information about the program redesign process to the WaMT and upper management, <b>confidential</b>	<b>Bureau Director</b> on behalf of the WMPR	Waste Management Team, A&W Management Team and/or A&W Division Leader first, DLT if appropriate.	Discuss at Redesign Group meeting and delegate. Confidential email and/or memo via email. Communicate <b>within 14 days</b> of a decision.
<b>Specific</b> information directly impacting specific employees, <b>confidential</b>	Employee's <b>supervisor</b> and A/W Manager	Individual employee directly impacted by program redesign process; Note: At some point, information becomes public knowledge and may be shared with a broader audience.	Bring to AWMT and delegate. Verbal, preferably by face to face meeting  Communicate <b>within 14 days</b> of a decision.

## 1. PURPOSE AND SCOPE

### 1.1 Purpose of the Procedure

To define the procedure for communicating with external parties interested in the Waste Management Program's redesign activities and decisions.

### 1.2 Scope of the Procedure

This procedure applies to communicating with external parties the Waste Management Program's redesign activities and decisions. This involves both communication initiated by the Waste Management Program and inquiries received by the program

## 2. ABBREVIATIONS, TERMS, AND DEFINITIONS

- externals - individuals or groups concerned with or affected by the program redesign plans of the Bureau and Department. The externals include the Solid Waste Management Team and EMS External Stakeholder Group
- WaMT - Waste Management Team
- WMPR - core membership of the Waste Management Program Redesign work group
- AWTR - Air and Waste Division, and/or, Air and Waste Management Team.
- DLT - Department Leadership Team.
- Solid Waste Management Team (formerly know as the Technical Advisory Committee or TAC).
- EMS External Stakeholder Group.

## 3. REFERENCES

- **ISO 14001**, section 4.4.3, Communication, requires the following:  
With regard to its environmental aspects and environmental management system, the organization shall establish and maintain procedures for
  - a) Receiving, documenting, and responding to relevant communication from external interested parties
  - b) The organization shall consider processes for external communication on its significant environmental aspects and record its decisions.
- **WDNR Media Relations Handbook**, 8505.1
- **WDNR Public Participation Manual**, 8510.5
- **Developing and implementing a Public Involvement Plan according to the Department's Public Participation Manual**, 8510.5
- **WDNR Web Content Manual**
- **Wisconsin Open Records Law**, s. 19.21 thru 19.39, WI Stats.
- (WDNR Manuals and Handbooks can be found at: <http://intranet.dnr.state.wi.us/int/mb/handbooks/85051/index.htm>)
- **Human Resources guidelines.**
- **Bargaining Units guidelines.**

## 4. RESPONSIBILITIES AND PROCEDURE FOR EXTERNAL COMMUNICATION

#### 4.1 **Appropriate Methods of Communication:**

##### 4.1.1 General information to interested parties, non-confidential:

The WMPR as represented by the Bureau Director shall share general information that is not considered to be confidential with external interested parties about the program redesign plan(s), procedures, and documents using the internet, meetings, letters, and other appropriate documents. ~~Such communications shall be run through the A&W Division level and/or DLT level first, as appropriate.~~

Records of such communication shall be kept by the WMPR and/or the Bureau Director on its behalf.

##### 4.1.2 Responses to inquiries from external interested parties, non-confidential:

The ~~WaMT~~-WMPR as represented by the Bureau Director shall respond to inquiries from external interested parties by first determining if the information requested is of a confidential nature and then determining the appropriate response. ~~Such communications shall be run through the A&W Division level and/or DLT level first, as appropriate~~

A response that involves confidential information shall include only general non-confidential information and response, but shall include a statement referencing what information is confidential (if any) and that we cannot provide a specific response about that confidential information at this time.

Generally responses to external interested party inquiries regarding the program redesign plan(s), procedures, and documents shall be made using the internet, meetings, letters, and other appropriate documents.

In the case of media contacts, Regional Mgt. should be notified immediately of such contact, and in turn communicated to the Secretary. The appropriate public information office should be involved in crafting any responses to these inquiries.

The ~~WaMT~~-WMPR and/or the Bureau Director on its behalf shall keep records of such communication.

##### 4.1.3 Information to and responses to inquiries from external interested parties, confidential:

There may be cases when the Waste Program or Department must communicate with certain external interested parties, confidential information regarding ~~work force reduction~~program redesign and associated procedures and documents. In those cases, this communication will be made by the Secretary with involvement from the A&W Team and DLT level managers as appropriate. Such responses may likely require the assistance of the Waste Bureau Director and the WaMT. These confidential responses shall be handled and kept in accordance with the DNR's policies and procedures.

Records of such communications are the responsibility of the signatory.

Open records law must be addressed and considered also.

##### 4.1.4 Management channels should be used to disseminate any non-confidential external communications regarding ~~work force reduction~~program redesign. When this method is used, each management level shall be reminded of their responsibility to communicate the information to their staff, and the timeframe for doing so. Generally, these communications will be initiated by the Secretary, the DLT, AWTR, or the Bureau Director.



## 4.2 Responsible Persons and Suggested Methods:

TYPE OF INFORMATION	PERSON RESPONSIBLE	AUDIENCE	SUGGESTED METHOD
<b>General</b> information about the <del>work-force reduction</del> <u>program redesign</u> to external interested parties, <b>non-confidential</b>	Bureau Director on behalf of the <del>Waste Management Team</del> WMPR	Externals	Written via emails, internet and letters. Verbally through meeting presentation.  Written through handouts.  Communicate <b>within 30 days</b> of a decision.
<b>General</b> information about the program redesign process <b>responding to inquiries</b> by external interested parties including unions, <b>non-confidential</b>	Bureau Director on behalf of the WMPR, Waste Management Team with input from DLT and AWTR	External interested parties with inquiries.	<b>Initial response</b> should be made <b>within 1 day</b> of the inquiry to acknowledge and clarify the inquiry. Bring to the WMPR and possibly WaMT for a decision and delegate <b>within 14 days</b> of inquiry.  Verbally through meeting presentation.  Written through meeting handouts.  Written via <del>the internet</del> , emails and letters.  Communicate final response to external party <b>within 30 days</b> of inquiry.
<b>Specific</b> information to and <b>responses to inquiries</b> from external interested parties including unions, <b>confidential</b> (Includes informing the inquirer that we cannot provide confidential information at this time)	Secretary, DLT, AWTR	External interested parties with inquiries of a confidential nature.	<b>Initial response</b> should be made <b>within 1 day</b> to acknowledge and clarify the inquiry.  Bring to the WaMT and AWTR for decision and delegate <b>within 14 days</b> of inquiry.  Verbal, confidential. Written letter, confidential.

			Communicate final response to external party <b>within 30 days</b> of inquiry.
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<b>Internal</b> communications <b>regarding</b> communications with <b>external</b> interested parties	Secretary, DLT, A&W Division Leader, AWTR, Bureau Director, WaMT	Department, division, and/or program staff.	<p>Bring to the AWTR for a decision and delegate <b>within 14 days</b> of external inquiry.</p> <p>Verbal with email follow-up. Internal email or memo in email.</p> <p>Communicate back to external party <b>within 30 days</b> of inquiry.</p>
<b>General</b> information about <del>work force</del> <u>reduction program redesign</u> to the <b>media</b>	Bureau Director on behalf of the WMPR with input from DLT, WaMT, AWTR, and PIO	Media – TV, Radio, newspaper, magazine, newsletter	<p><b>Initial response</b> to media contact <b>within 1 day</b> to acknowledge and clarify the media request.</p> <p>Bring to the WaMT for a decision and delegate <b>within 14 days</b> of media contact.</p> <p>Verbal through phone or in-person interview. Written through letter. Written through press release, article, or newsletter.</p> <p>Communicate back <b>within 30 days</b> of media inquiry.</p>
Information about <del>work force reduction program redesign</del> to the <b>Governor</b> and/or <b>legislature</b>	Secretary, DLT, AWTR	Governor and legislature	<p><b>Initial response</b> to media contact <b>within 1 day</b> to acknowledge and clarify the media request.</p> <p>Bring to the WaMT for a decision and delegate <b>within 14 days</b> of inquiry.</p>

			<p>Verbal, email, memo, or letter.</p> <p>Communicate back to gov./leg. <b>within 30 days</b> of initial inquiry.</p>
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### 4.3 EXTERNAL COMMUNICATION LOG FORMAT v1.0

Type of Information and Inquirer or Audience	Person Responsible for initiating communication or assigned to inquiry response	How inquiry was made (phone, letter, e-mail, etc.)	Brief summary of the inquiry	Contact Info. (e-mail, addresses, phone)	Date of Inquiry	Type of Response (phone, letter, e-mail, etc.)	Date of Response	Location of the Record of the Response	Add to mailing list (yes/no)
General information initiated by Dept.									
General, non-confidential information responding to ( <u>inquirer name</u> )									
Specific, confidential responding to ( <u>inquirer name</u> )									
Internal communications regarding external communications									
General information to the media									
Information to the Governor and/or legislature									

<b>Specific</b> information directly impacting specific employees, <b>confidential</b>	<b>Administration and Human Resources</b>	Individual employee directly impacted by program redesign	Bring to Admin. and HR and delegate. Written letter.  Communicate <b>within 14 days</b> of a decision.
<b>Organizational</b> changes	<b>Bureau Director</b> on behalf of the Waste Management Program Redesign Group	A&W Management Team, then upon approval, WA State	Bring to WaMT and delegate. Web site, verbal, then email and/or memo via email. Also verbally in staff and program meetings.  Communicate <b>within 14 days</b> of a decision.
<b>Functions</b> impacting standing <b>teams</b>	<b>Bureau Director</b> on behalf of the WMPR group, WaMT, or Team Sponsor, depending on the information.	Team leaders first, then team members, then all staff.	Bring to WaMT and delegate. Verbal, then follow up with email and web.  Communicate <b>within 14 days</b> of a decision.

### 4.3 Internal Communications Log Format v1.0:

<b>Type of Information</b>	<b>Responsible Person</b>	<b>Audience</b>	<b>Method of Communication (in person, e-mail, formal letter)</b>	<b>Date of Communication</b>
General non-confidential	Bureau Director or other designee on behalf of the WaMT			
General confidential	Bureau Director or other designee on behalf of the WaMT			
Specific confidential	Employee's supervisor and A/W Manager			
Specific confidential	Administration and Human			

	Resources			
Organizational	Bureau Director or other designee on behalf of the Waste Management Team			
Team functions	Bureau Director or other designee on behalf of the WaMT, or Team Sponsor, depending on the information.			

## Attachment 5: Note Taking Assignments

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Note taking assignment:		Dates	
Lname	Fname		
Antonuk	Connie	28-Apr	
Bangert	Sue		
Degen	Mike	11-May	
Hennings	Barb	07-Jun	
Hildreth	Dave	07-Jul	
Lynch	Larry	11-Aug	
Melby	John	01-Apr	08-Dec
Moore	Cynthia	08-Sep	
Pingel	Deb	12-Oct	
Schultz	Frank	09-Nov	

## Attachment 6: Intranet Mock Up

Waste Management Program Redesign (add this to WA home page)

- Agendas/Minutes/Assignments - by meeting date
- Background documents
- Draft Minutes - for the previous meeting only
- *Meeting Schedule? Will be on Agendas page?*
- Reports - list on this page or the next page???
  - Communication Plan
  - Externals input report
  - Staff input report
  - *Draft Final Report*
  - *Final Report*
- Resources - by category
- Suggestion Box - anonymous input form
- Team Members - list with budget codes

DATE

- Agenda
- Final Minutes for this meeting
- Assignments
- Reports

DATE

- Agenda
- Final Minutes for this meeting
- Assignments
- Reports